

**POPULATION LEADERSHIP PROGRAM (PLP-II)  
RESULTS REVIEW  
OCTOBER 1, 2003 to SEPTEMBER 30, 2004**

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**Population Leadership Program**

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The Population Leadership Program (PLP) is a project of the Public Health Institute. PLP is funded through cooperative agreement HRN-A-00-99-00012-00 with the United States Agency for International Development (USAID).

## ACHIEVEMENTS & CHALLENGES

In 2003-2004, PLP helped USAID's PHN sector in areas critical to USAID's goals. Drawing on a small group of PLP staff and consultants, PLP expanded USAID staff who have excellent leadership and management skills, who possess the most up-to-date technical information, who understand and can articulate how to work in USAID, and who develop efficient work processes. These visionary USAID staff and fellows – self reflective, innovative and future-oriented – are more skilled in building partnerships and teams managing change and improving work processes.

### *Increasing Technical Expertise*

PLP supported USAID by ensuring highly successful fellowship contributions to USAID's work. Twelve new fellows were hired, and two fellows transferred in GHB and missions in Namibia, Rwanda, Madagascar, Georgia, Thailand, South Africa and Zambia. PLP expanded opportunities to individuals in a new recruitment network including seventy HBCUs and MSIs by conducting a minority recruitment survey with select members of the Personnel Co-op. PLP has also provided significant support to improve a major channel for technical capacity development – the State-of-the-Art regional field consultations. PLP continues to work with HARs to raise their capacity to promote the best fit as they rank fellowship applicants for placement. This year, we improved our performance management systems in the field, and we are exploring how working with exemplars can be useful for personnel in the USAID context.

### *Supporting Good Leadership and Management Practice*

PLP continues to support USAID's challenges by introducing new ideas and approaches for greater impact with cost efficiency, improving and adapting a full-service and integrated leadership development program for greater effect for Global Health. More than ever, during this year, PLP brought leadership and management learning opportunities to PHN professionals when they were needed, in the work activities, and with follow-up coaching and consultation to ensure the integration and application of new practices. Through professional development and support activities, PLP contributed to improved leadership and management of Global Health programs by working with the individuals engaged in managing project portfolios. PLP employed training and non-training activities and high tech and low tech strategies to strengthen leadership and management capabilities of PLP fellows and select USAID staff. We supported outstanding on-the-job performance of PLP fellows through professional support and supervisory coaching and reinforcing technical skills.

PLP made cutting-edge, considerable progress in helping USAID understand the art of being a great CTO/TA and creating tools and training to master related skills. In September, PLP co-sponsored and coordinated the day-long, *The Technology of Performance Improvement: How We Get Results*. Participants found the sessions to have reached their stated purposes,



and were to be applicable to their work. Based on an expressed need for improved influence skills among USAID leaders, PLP conducted a retreat for PLP fellows and USAID managers in October 2003. Its purpose was to develop leadership capabilities in the USAID context by providing a foundation based on PLP's leadership framework and by focusing on skills that support the ability to influence others for improved outcomes. Twenty-eight PLP fellows and selected USAID senior managers attended. They rated the outcome as 3.9/4.0, making it the highest rated PLP retreat in nine years. Participants suggest that improved influence skills have helped them significantly in their work: to build relationships across organizations, manage programs and share knowledge.

#### *Enhancing Work Processes*

By providing organizational consulting services targeted toward the individuals in the PHN sector, including senior level GHB staff, PLP helped to raise the ability of selected Global Health staff to manage change in a dynamic environment. Five key USAID staff volunteered for a two-day, individualized in-office coaching on organizing their workspace to enhance productivity following a one day workshop, *Getting Things Done: Stress-Free Productivity*, for USAID managers and PLP fellows. Those who have thus far had coaching say it has made a significant contribution to their ability to operate. One said: "I spent 1.5 days with . . . [the coach] and my whole life has changed. The system they teach you is wonderful, doable, and frankly the most useful thing I have learned and will use throughout all the trainings etc. I have been to in the last decade."

Consultation with teams and those at the senior level was oriented toward creating an improved environment for sustainable organizational change. Missions including Thailand, Cambodia, Ethiopia, and Rwanda, the Global Health Senior Management Team, and Offices of OHA, PRH, RCS and multi-organization initiatives and CAs such as HIPNET, IBP, Catalyst and Advance Africa all requested and got PLP technical help in meeting facilitation, teambuilding, problem solving or strategic planning.

#### *Strengthening Knowledge Sharing and Collaborative Partnerships*

PLP supported PDMS' technical leadership through help with planning, carrying out and/or evaluating Africa, E&E and LAC state-of-the art field meetings. For the highly-rated June 2004 *Africa SOTA Field Meeting*, PLP worked with USAID staff to put into effect a meeting framework that helped dialogue among participants and ensured the usefulness of the meeting. PLP also supported US Government Collaborative Partnerships by helping to plan, implement and evaluate the *2004 President's Emergency Plan Field Meeting* held June 6-8, 2004 Johannesburg, South Africa for 128 participants and facilitating follow-up planning in Rwanda and Ethiopia. The President's Initiative and SOTAs were highly rated by participants, who anticipated changes in individual or team processes as a result.

Sharon Rudy  
Director

Susan Lavezzoli  
Deputy Director

Taylor Haas  
Acting Learning & Evaluation Manager



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**3.2** Increased ability of selected Global Health staff to manage change in a dynamic environment

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# RECRUITMENT & PLACEMENT

## IR1 Increased technical capacity within the PHN sector

### SR1.1 Increased technical expertise made available to USAID

#### *Results*

- Twelve new fellows were hired, and two existing fellows transferred, to increase technical capacity at USAID/Washington and missions in Namibia, Rwanda, Madagascar, Georgia, Zambia, South Africa and Thailand.

Regan Whitworth ~  
STA:Program  
Officer/HIV/AIDS, Rwanda

Catherine Thompson ~  
STA:HIV/AIDS Care and  
Support, Namibia

Lynne Gaffiken ~  
STA:Population, Health and  
Environment, Madagascar

Melinda Pavin ~  
STA:Caucasus Mission  
Health Advisor, Georgia

Suzanne Ross ~ TA-  
Communication Specialist,  
Thailand

Shanda Steimer ~ TA:  
HIV/AIDS & Reproductive  
Health, Zambia

Michele Russell ~ TA: Regional  
HIV/AIDS Thailand (transfer from  
South Africa)

Erin Anastasi ~ TA:  
International Health Team,  
ADRA, Silver Spring, MD

Patricia MacDonald ~ STA:  
RPH/SDI, Program Manager

Lois Schaefer ~ STA:  
RPH/SDI Human Capacity  
Development

Shawn Malarcher ~ STA:  
RTU/FRONTIERS

Karen Heckert ~ STA:  
USAID/South Africa  
(transfer from Cambodia)

Sonali Korde ~ STA: ANE  
Bureau, Private Sector

Stephanie Posner ~ STA:  
Regional HIV/AIDS, South  
Africa

- Eleven fellowships ended during the period. Among 11 departing fellows during the period, all are staying in the field of international development, and 5 remain at USAID through CEDPA/TAACS, CASU or NEP positions.

Susan Monaghan (WHO) ~  
CEDPA/TAACS

Kellie Stewart  
(DC/GH/POP/SDI) ~  
CASU

Jesse Brandt (USAID/Nepal)  
~ Not available

Neil Hollander  
(USAID/Philippines) ~Not  
available

Sheila Clapp (Baragwanath  
Hospital, South Africa) ~  
Not available

Jacob Adetunji  
(DC/GH/PEC) ~CASU

Dale Huntington (The World  
Bank) ~ WHO

Sandra Jordan  
(DC/GH/POP) ~ CASU

Michele Russell  
(USAID/Thailand) ~ NEP

Edna Jonas  
(USAID/Armenia) ~ Not  
available

Shanti Conly  
(DC/GH/OHA) ~ CASU

## SR1.2 Increased ability to enable successful fellowship experiences

### *Results*

- Facilitated alignment of fellowship goals and objectives between HARs and first-year fellows; helped HARs and fellows communicate clear expectations; implemented initial orientations with HARs and fellows; 4-month informal check-ins with fellows and HARs; 6-month formal one-page evaluations from HARs. This has resulted in fellows and HARs pursuing conversations before small management and leadership issues become large ones.
- Redoubled efforts to engage HARs in conversations with fellows on scopes of work and desired performance as well as provide related coaching services. Exiting fellows during the period report increases in dimensions of high performance (see table below), however, satisfaction with the overall quality of feedback they received from their HARs remained about the same as in the previous period (4.7/7.0 to 4.9/7.0).

Dimensions of High Performance *	2001/02	2002/03	2003/04
Ability for HAR and fellow to establish job expectations on a consistent basis	4.9	5.3	5.2
Satisfaction with timeliness of feedback from HAR	4.3	4.4	4.8
Ability for HAR and fellow to establish performance expectations on a consistent basis	4.3	4.8	5.2
Feedback received from HAR indicated met or exceeded performance expectations	5.6	6.5	6.4

*\*All means are out of 7 possible points on Exit Questionnaire.*

- To maximize value of placement to Mission and fellow, Exit Interviews were analyzed to help inform future placements. As a result, PLP decided not to pursue

replacing a position in Philippines as local staff are qualified to perform scope of work.

- To learn how to help HARs enable high performance, PLP developed and administered an Administrative Services Survey for HARs. HARs agreed that PLP supported them in managing the performance of their fellows (5.4/7.0) and that PLP staff tended to HAR needs and addressed them appropriately (6.4/7.0). Commenting on the recruitment process one HAR wrote, “The recruitment and engagement of new fellows (almost a year ago now) was very competently handled, with a lot of responsiveness to any issues or concerns I expressed. I felt that excellent candidates were proposed and that the whole process was excellent.” However, HARs did not feel as well informed of organizational and professional development offerings available to their teams (4.1/7.0).
- Familiarized EXOs and HARs with non-direct hire processes and procedures. Recruitment and personnel managers oriented HARs in Georgia, Madagascar, Namibia, Rwanda, Thailand and Zambia to options concerning budgets and logistics for NDHs. EXOs and HARs improved their knowledge of NDH mechanisms; less experienced EXOs saved money for their Missions by removing some costs (e.g., housing) from PLP budgets and covering them within Mission budgets, as more experienced EXOs tend to do.

## Recruitment Activity Highlights

### *Highlights*

- Attended Global Health Council Conference, May 2004 to meet face-to-face with candidates and current fellows, promote PLP fellowship program and generate additional contacts for e-list. Developed proposal for HBCU Network Symposium, October 22-23<sup>rd</sup>, 2004 to present PLP fellowship program along with Jacob Adetunji, current PLP Fellow in PEC Division. Goals: increase communication with HBCU faculty members about PLP fellowship program and USAID career opportunities; increase USAID’s exposure in the minority community.

*It is such an honor to receive this award! I sincerely appreciate all that PLP has done for me to provide the mentoring, coaching and enabling environment to strive to use the leadership talents and skills that PLP promotes (challenging the process, championing the heart, celebrating successes and learning from our mistakes and failures!). ...I have worked for many different organizations and I firmly believe that PLP provided me with one of the best and solid "on the job training programs" in both leadership and technical skill building. Looking back, the performance improvement approach being used by so many of us in the field and in our programs was thanks to front line leaders in the CA community and USAID that were willing to think differently and innovatively on how to improve provider and organizational performance in new ways!*

-Monica Kerrigan, upon receiving a Leadership Award.

- Hosted reception at GHC for over 100 job seekers, fellows, and USAID attendees. USAID Leadership Awards presented.

- Presented *How to Network at the Conference and Interviewing Skills* for 100+ job seekers at GHC to promote PLP and USAID fellowships and build good public relations for PLP and USAID.
- Promoted the PLP fellowship program and USAID opportunities by participating in APHA Annual Meeting and at UC Berkeley School of Public Health's international health careers event. Outcome was increased visibility for USAID's PLP fellowship program.
- Presented at Personnel Co-op's Best Practices Annual Conference, *International Recruitment and Retention*, and shared PLP's best practices with other international development organizations.
- Wrote proposal with University of Michigan fellowship program for presentation to HBCU Faculty Network Symposium that increased visibility for fellowship programs at Minority Serving Institutions.
- Conducted minority recruitment survey with select members of the Personnel Co-op. Expanded the number of recruitment sources including HBCUs and MSIs by 70 organizations and shared information with other international development organizations.
- Completed cross-training documentation project on recruitment and placement procedures, resulting in improved transfer of knowledge among PLP Recruitment and Placement team members.
- Trained a back-up facility security officer to ensure coverage for processing security applicants expediently.
- Reinforced good HR practices and increased communication with HARs, met with Washington, D.C. HARs and conducted interviews. Resulted in ADRA fellow and increased communication.
- Attended MHPF meeting with CTO to discuss HBCU faculty fellowship and minority recruitment. Outcome was partnership between MHPF and PLP.



PLP Recruitment Manager, Joyce Prescott, presenting at GHC conference.

- Developed and distributed clear, accessible web-based documents to improve communication with applicants and HARs about the fellowship recruitment process and provide HARs just-in-time access to recruiting tools:
  - *Frequently Asked Questions* (for applicants)
  - *Finding the Right Fit* (recruitment guide for HARs)
  - *Sample Interview Evaluation Sheet*
  - *Sample Behavioral Questions*
  - *Creating a Successful Tripartite Fellowship Agreement*
  - *Everything You Wanted to Know about Hiring a PLP Fellow*
  - *How to Create a SOW, Sample Format*

## Placement Activity Highlights

### *Highlights*

- Assigned 5 fellows to new overseas posts: 100% of fellows successfully relocated.
- Secured non-USAID housing for fellow in Georgia: PLP expanded services with current shipping agent to include house-finding assistance, removing administrative burden from Mission and ensuring less time/money spent by fellow in temporary quarters.
- Extended successful fellowships where needed: 100% of extensions requested were approved by USAID (Mark Austin, Alix Grubel, and Jane Wickstrom). Extension in progress: Mary Jordan.
- Facilitated performance management through lifecycle support, orientation and evaluations at 4-month, 6-month, and annual 360° mark: 100% of fellows and HARs assisted with at least one of these types of evaluations.

### *Placement Activity*

PLP Fellowships	Total	Domestic	Int'l
Total fellows in reporting period	38	19	19
Fellows placed, Oct 03 – Sept 04:	14	5	9
Extensions possible (> initial 2 years)	4	2	2
Extensions (actual) <sup>1</sup>	3	2	1
Exceptional extensions (>"allowable" 4 yrs.)	2	0	2
Fellows ended, Oct 03 - Sept 04:	11 <sup>2</sup>	5	6
Fellows remaining in international development field, post-fellowship	9 <sup>2</sup>	6	3
At USAID	5	4	1 <sup>3</sup>
At cooperating agencies	4	2	2

<sup>1</sup> Fully or partially extended beyond their initial 2-year fellowship.

<sup>2</sup> Next career steps for 4 fellows NA at this time: 1 possibly retired; 2 actively seeking work with CAs in international development.

<sup>3</sup> Entered September 2004 NEP class.



## *Fellow Contributions*

**Barbara Addy** is the technical advisor for two projects: the Management & Leadership project, focused on enhancing management and leadership skills at all levels of the health system, and the new Private Sector Program, aimed at engaging the private sector in the delivery of health products and services. She is also involved in the design of new procurements in the Office of Population and Reproductive Health. Over the last six months, Barbara has spearheaded the establishment of the Global Health Bureau's Taskforce on Public Private Alliance (PPA), focused on creating high impact partnerships with the Commercial sector; leveraging Global Health investments and promoting the mainstreaming of PPAs as a core way of doing business in the Global Health Bureau.

As lead technical advisor, **Jacob Adetunji** has provided technical guidance, leadership and financial oversight to MEASURE DHS, which is the Agency's largest program of international survey data collection in the health sector. Over the past year he has negotiated budgets and mode of operation for a new DHS Fellows' Program, which will build capacity, boost the pool of analysts and lower the cost of data analysis to USAID. During the year he was also appointed the Country Coordinator for Malawi. In that capacity, he has helped in revising the results framework for the health office, and negotiated an additional \$700,000 to provide needed support to the family planning and reproductive health program of the mission. He played a key role in the triennial review of the mission's health programs, coordinated the review of its annual report, provided feedback, and traveled to Malawi to complete the full draft of the Performance Management Plan (PMP) document for the health programs. Jacob has led in providing technical backstopping to the mission and reviewed grant applications. Beyond being technical advisor and country coordinator, he provided technical input to major Global Leadership Priority working groups in PRH such as Family Planning/HIV Integration, Repositioning Family Planning, and Health Equity. In FY04, Jacob presented four technical research papers in three professional conferences and served as an invited technical panel member of the WHO's Health Metrics Network. In this capacity he made important contributions in setting the priorities for the global

initiative, especially in the area of Surveys and Health. Finally, Jacob received two major awards in the year: the first was HPN\* Superior Service to the Field in recognition of excellent technical support to the Malawi Mission, and the second was a Superior Group Award of the Agency in recognition of pre-eminent technical leadership to identify numerous cutting-edge best practices in both HIV/AIDS and family planning.

As Technical Advisor for Family Planning with the Adventist Development and Relief Agency (ADRA), **Erin Anastasi** continues to provide technical guidance to USAID-funded reproductive health programs in Africa and Asia. Erin also contributes to the continuous improvement of the ADRA health division's policies and strategies by working on several documents, including co-writing the health section of ADRA's network-wide operations manual. Additionally, she impacts the wider international health community by contributing her knowledge and expertise to many technical documents. Erin is building capacity and achieving results in increasing documentation and dissemination of ADRA's programs. This is achieved by making presentations on ADRA's use of state-of-the-art approaches at meetings and conferences; writing up and submitting ADRA's achievements and best practices for publication; and working collaboratively with field offices to increase their confidence and skills in documenting ADRA's contributions to the field of international reproductive health. Erin continues to work to enhance and update the technical skills of ADRA personnel through the design and development of the reproductive health training.

**Linda Andrews** is working with the Ministry of Health (MOH) to strengthen Family Planning and Maternal and Child Health (FP/MCH) within the Prevention of Mother to Child Transmission Program (PMTCT) in Uganda. Family Planning is now incorporated into the national PMTCT training manuals, PMTCT supervisory tool, National PMTCT Campaign, and as an indicator for monitoring and evaluating the PMTCT program. She also was influential in selection of a PMTCT focal person within the Reproductive Health Unit of the MOH. She has designed a pilot

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\* Note: Due to the name change during the reporting period, both "HPN" and "PHN" are used in this document.

project, received funding for two sub-awards and is providing technical assistance in the implementation of the project. One sub-award was to the AIDS Information Center (AIC). AIC has conducted a PSS needs assessment, developed plans with the health facilities for establishment of the PSS groups, developed objectives, terms of reference for the Health Facility PSS focal person, and drafted guidelines for the six key topics that all group members should receive prior to delivery. An M&E tool has been drafted that will document the impact of these groups. The PSS groups will begin in October. The other sub-award was given to Integrated Health Resource Consultants (IHRC) who has just completed an evaluation of the FP/MCH services within the pilot sites. The data is currently being compiled and analyzed.

**Lisa Baldwin** led the design and procurement process for Tanzania Marketing and Communications: AIDS, Reproductive Health, and Child Survival (The T-MARC Project). This five-year, 25 million dollar project was awarded to the Academy for Educational Development in September 2004 through the Private Sector Program (PSP) IQC. The project seeks to build stronger local ownership and linkages with the private sector in Tanzania for the marketing and communications of health and HIV/AIDS products and behaviors. Other specific activities included support of local partner Healthscope/Tanzania in the launch of the second phase of ISHI, a national mass media HIV/AIDS prevention campaign for youth. In addition she contributed to the development of the Tanzania President's Emergency Plan for AIDS Relief Track 1.5 and Track 2 submissions for prevention to the Global AIDS Coordinator's Office, and the finalization of the Mission's ten-year strategy.

**Jesse Brandt** facilitated the process leading to the announcement and initiation of the Government of Nepal's Anti-Retroviral Therapy (ART) program, which makes ART available to the public on a sliding scale, including at no cost for the very poor. In March he accompanied the Mission Director on a three-day field visit to observe the HIV & AIDS program activities of key partners in southern Nepal. He also accompanied a Technical Adviser from Family Health International/Nepal to India where they engaged in discussions with USAID and its implementing partners related to developing approaches to protecting Nepali migrant laborers from contracting HIV, particularly those Nepalese who migrate to high

risk areas such as Mumbai. Jesse also facilitated the two-year review of the Mission HIV/AIDS strategy and contributed to the development and submission of the Mission's Annual Report.

**Sheila Clapp** was involved in the Scientific Advisory Committee meeting for the Comprehensive International Program of Research on AIDS (CIPRA) and facilitated knowledge transfer during the management transition of CIPRA to new personnel. She is also working with the University of Rochester Medical Center and Pfizer Pharmaceuticals to develop formal fellowship programs. The Perinatal HIV Research Unit at Baragwanath Hospital is nearly complete with its goal to document and implement all Standard Operating Procedures (SOPs); PRHU has finalized 200 SOPs with an additional 30 in draft form. Sheila also contributed to proposals, including submission to the President's Emergency Plan for AIDS Relief.

**Abdelhadi Eltahir** accepted a PHN Superior Service to the Field Award from USAID/Guinea for his "effort to mount an effective program to combat the practice of female genital cutting (FGC)." He was instrumental in convening the Symposium on Zero Tolerance to Female Genital Cutting, which marked the first anniversary of International Zero Tolerance Day to FGC. Over 200 experts and advocates gathered to review advances and challenges in abandoning this traditional practice. A panel of experts presented a balanced examination of the issues from national, regional and international perspectives and called for increased collaboration, more efforts to scale-up programs that work and a renewed commitment among government and donors to eradicate the practice.

In the second year of her fellowship, the technical advisor in the Philippines, **Catherine "CJ" Fischer**, continued to advise the private sector tuberculosis project. Over 2000 physicians have been trained in Directly Observed Therapy (DOTS) and 23 private pilot sites have been initiated. CJ also worked toward the successful August 2004 conference of pulmonologists, which included, for the first time, international speakers.

**Alix Grubel** worked with the Commonwealth Regional Health Community Secretariat (CRHCS) and the Micronutrient Operational Strategies and Technologies project (MOST) to host a three-day regional meeting on food fortification in Lusaka,



Zambia. Government representatives from nine countries in east and southern Africa were invited for technical updates and to discuss the kinds of regional activities that could add value to national level food fortification programs. As a follow-up to the Lusaka meeting, CRHCS, MOST and USAID joined hands with UNICEF/ESARO, the Directorate of Health in South Africa and the Micronutrient Initiative to host a second meeting July 26-28 in South Africa. The meeting was attended by delegates from 15 countries and the outcome was the development of a workplan for each working group. Activities in the workplans will be funded by USAID and other partners and will strengthen food fortification programs in east and southern Africa.

**Karen Heckert** is working with the Regional HIV/AIDS Program for Southern Africa on the integration of Family Planning, Maternal Child Health Care and Preventing Mother to Child Transmission to assure the implementation of quality PMTCT programs. She is playing a critical role in linking USAID with key PMTCT partners, such as the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF), Centers for Disease Control and Prevention (CDC) and Columbia University MTCT-Plus.

**Neil Hollander** is leading the team which developed the Mission's population, health and nutrition private sector strategy for the next five years. The strategy charts the course of future investments in the private sector, particularly in family planning, and aims to integrate existing projects into a comprehensive strategy. It will lead to procurement in the next fiscal year and the selection of an implementing contractor. In addition, Neil continues his role as advisor to existing private sector programs. He also continues to provide oversight to the Commercial Market Strategy (CMS) project in the Philippines, which is exploring several new areas of private sector involvement in family planning.

**Sonali Korde** recently joined the health team of the USAID/ANE Bureau. Sonali has focused on identifying opportunities to engage the private sector and apply health financing strategies to improve service delivery in the ANE region. She has worked on developing a private sector assessment for India and a pilot voucher scheme for targeting high risk populations in Burma. Sonali is also actively involved in coordinating the bi-annual ANE SOTA meetings and organizing

several sessions on private sector, alliance building and health financing. In addition, she has participated in two ANE country strategy reviews (Philippines and East Timor), completed a population funding analysis, and serves as regional country coordinator for Philippines, India, Jordan and Nepal.

**Virginia Lamprecht** is working with Private Voluntary Organizations (PVOs) and NGOs to increase family planning use in low-resource settings through USAID's Flexible Fund. She has coordinated efforts to improve the processes and procedures for Flexible Fund grantees relating to milestones in the program cycle. Virginia also works directly with USAID Missions to help facilitate the involvement of PVOs and NGOs in local efforts to expand FP use. She also worked closely with the Child Survival Technical Support (CSTS+) to identify appropriate technical assistance and tools that may be required by Flexible Fund grantees. A set of core indicators was developed, as well as a family planning survey questionnaire and related tools. More recently Virginia has been involved with expanding the options of methods that are offered at the community level. She coordinated a trainer-of-trainers (TOT) for the Standard Days Method (SDM) for US-based PVOs. Virginia also oversees CARE's Reproductive Trust Fund (RHTF), an endowment that provides support to CARE's innovative sexual and reproductive health (SRG).

Working with the recently awarded ACQUIRE project, **Trish MacDonald** is providing guidance on defining the project's strategic priorities and the "So What" questions that correspond to each priority. These, in turn will provide focus for the project's technical and research activities and ensure that all are integrated in the M&E plan. In June, Trish was named the country coordinator for Mali, and visited the Mission in August to learn about the health program. She conducted some initial planning for a MAQ country partnership to integrate IUDs into the bilateral program, and to assess possibilities for continuing the activities to prevent postpartum hemorrhage. Within the SDI Division, Trish participates in working groups on Repositioning FP, IUD, MAQ, and PAC. She has also been working with the Research Division on a practice strategy, and with the Contraceptive Security Division on a costing model that includes commodities for sterilization within the method mix. Earlier this year, she worked with the Nigeria



Mission to participate in the review of one of their new bilateral awards.

**Shawn Malarcher** is in her first year as a PLP fellow with USAID/W. Her primary responsibility is the management of a Cooperative Agreement with the Population Council for the Frontiers in Reproductive Health Project. This year she has also participated in the creation of a working group to Reposition Family Planning in Sub-Saharan Africa. Shawn coordinates this group and has recently facilitated the development of strategy for this initiative. She also helped facilitate the creation of a pin campaign to Reposition Family Planning which was pilot tested at the Implementing Best Practices Meeting in Uganda organized by WHO/AFRO.

**Susan Monaghan** led a team focused on the successful launch of the Implementing Best Practices (IBP) Initiative in Africa. Over 300 health professionals from Ethiopia, Kenya, Tanzania, Uganda, and Zambia, as well as 9 other African nations, assembled in Entebbe, Uganda for the week-long event, June 20-25, 2004. The IBP Initiative brings together over 20 international organizations that work toward the adaptation and use of evidence-based guidance to improve reproductive health at the country level. The meeting was entitled *Repositioning Reproductive Health in Africa: Linking Challenges with Best Practices*. In addition, Susan has devoted considerable attention to the development of a strategy for the IBP Initiative for the period 2004 – 2007.

As Country Coordinator for Madagascar, **Tom Outlaw** accepted a PHN Superior Service to the Field Award on behalf of his entire team. The event took place on January 29th at the 4th Annual Superior Service to the Field Award Ceremony held at the Ronald Reagan Building. Tom also continued to work on Population, Health & Environment programs in Madagascar and the Philippines.

**Stephanie Posner** recently began her fellowship to provide technical assistance in HIV/AIDS with the Regional HIV/AIDS Program in Southern Africa (RHAP). One of her key roles is to provide technical guidance on strategic information in Southern Africa, including for the Corridors of Hope project, RHAP's regional cross-border program. She has provided assistance to USAID/Namibia's HIV/AIDS program to prepare the 5-year strategy for the President's

Emergency Plan for AIDS Relief for submission to the Office of the Global AIDS Coordinator (OGAC). She recently has been assigned to oversee the design and implementation of the USAID program in Lesotho, for which new funds have recently been made available by OGAC.

**Michele Russell** recently joined the HIV/AIDS and Health Office (HHO) in the Regional Development Mission/Asia (RDMA). The HHO initiated activities last year after the opening of the RDMA Mission and the transfer of program management from Washington to the field. Michele took the lead in coordinating the development and approval of the interim HIV/AIDS strategy for the Mekong Region. She has also been conducting site visits to programs within the region to look for opportunities to expand current programming and has worked with the four main cooperating agencies in the region: Family Health International, Population Services International, Policy Project and The International HIV/AIDS Alliance.

**Lois Schaefer** took a lead role in the development of the Human Capacity Development Project (HCDP), a \$250,000,000, 5-year project that has just been awarded to IntraHealth and its partners. Lois will now serve as its Technical Advisor as it addresses improved workforce planning, allocation and utilization; improved health worker skills through strengthened pre-service education, in-service training and continuing education systems; and strengthened systems for sustained health worker performance on the job. Lois has also been the Technical Advisor for Advance Africa and PRIME II. She assisted PRIME II to successfully close out its 5-year cooperative agreement, including a regional conference in Rwanda and an end-of-project conference in Washington, DC attended by USAID/W and other Cooperating Agencies.

In her leadership role in Maximizing Access and Quality, **Kellie Stewart** coordinated office-wide involvement in the development of a three-year strategy for the MAQ Global Leadership Priority. She has also been closely involved in the preparations for the Implementing Best Practices (IBP) launch for the Eastern and Southern Africa region that occurred in June of 2004 and has worked with the World Health Organization and partners to refine the IBP process used for country-level action plan development. Kellie also coordinated the first external evaluation of a MAQ



exchange which focused on the Central America and Caribbean exchange that was held in April 2002. The results will be used to strengthen future MAQ exchange and IBP conference efforts. Finally, Kellie was involved in a variety of service delivery activities through her provision of technical support and management to the Catalyst Consortium activity.

**Charles Teller** championed the movement within USAID to improve the technical quality of monitoring and evaluation of PHN programs and of Performance Monitoring Plans for USAID Missions, and has been selected to chair the new M&E working group within Global Health. In his first technical assistance mission, he coordinated the PHN component of the Ethiopian Integrated Strategic Plan and received the PHN Superior Service to the Field award. He prepared and presented research papers at 4 professional meetings and conferences and at the USAID-coordinated mini-university, and made representational technical presentations in Mexico, Ethiopia and Tanzania. He has also been active in global leadership priorities of poverty, environment and gender.

**Screen Thaddeus** analyzed the current RH portfolio of the USAID Mission in Uganda, with the result of refocusing RH priorities and implementing partners on family planning, given that Uganda has a soaring population growth rate and very low contraceptive prevalence. She is also working on a revised FP strategy for the mission, to guide the activities and results of implementing partners. As the technical advisor for BCC, she has brought together USAID's key implementing partners to increase coordination among them. This has resulted in regular exchanges and greater complementarities among them. She has also designed a new BCC campaign focused on youth and the vulnerabilities they face as they grow up, awarded to the Health Communication Partnership. Under her leadership, USAID collaborated with UNICEF in organizing a workshop to analyze these vulnerabilities, understand their root causes, and identify the key areas for BCC interventions. The net result of this effort is a conceptual framework for communication to youth, which will be endorsed by the Uganda AIDS Commission, the coordinating body for the HIV/AIDS national response in Uganda. Within this effort, she has been instrumental in helping all concerned partners to articulate the underlying gender norms

that perpetuate sexual norms, attitudes and behaviors and increase risk to youth, and particularly young girls. Finally, she has been key in ensuring that a focus on these gender issues is highlighted in the USG team's 5 year strategy under the President's Emergency Plan, and most concretely within the upcoming country operational plan.

**Catherine Thompson** recently began her work at USAID Namibia as the Deputy for the Office of HIV/AIDS. Namibia is a focus country for the U.S. Government Emergency Plan for AIDS Relief and as such USAID is a direct partner with the U.S. Government team of the State Department, CDC, DOD and Peace Corps. In the first month, Ms. Thompson has developed a presentation on the Emergency Plan in Namibia for presentation to the Minister of Health and Social Services, facilitated the Namibia 5 Year Strategy for HIV/AIDS, taken on the backstopping of a major HIV/AIDS implementer and assisted with all functions of the HIV/AIDS office as the deputy.

**Mary Vandenbroucke**, in coordination with the Latin America and Caribbean Bureau health counterparts has been leading the planning for the next LAC meeting of all PHN staff to be held in March of 2005. She also closely participated with regional health counterparts in development of the LAC Bureau's health AAD. Within RCS she has lead the effort to strengthen country coordinator's support to the field through regular "RCS Presents" seminars as well as orientation for new country team members and in ensuring Annual Report reviews that are well coordinated with country teams and the LAC Bureau. Mary is the country coordinator for El Salvador, Paraguay and Guatemala as well as backstopping Ecuador and serving as the alternate country coordinator for Brazil. Because of her technical background and ability to speak Portuguese, she broadened her horizons to Africa last spring, working as part of a MCH evaluation team in Angola. Her technical assistance to Latin America during this year included TDYs to Paraguay, El Salvador and Bolivia in development of country plans, AADs, mid-cycle reviews, and program assessments/evaluation.

**Regan Whitworth** arrived at USAID/Rwanda August 1 and began working on major documents. Rwanda is a Focus Country under the President's Emergency Plan for AIDS Relief (PEPFAR), with



a five-year country strategy and FY05 Country Operation Plan, both due in late October. He has been involved in coordinating input from other USG agencies, the Government of Rwanda, and other donors. He has also been working on preparations for the PEPFAR annual report and the USAID Mission annual report, both due in December, along with more routine activities of the Mission Strategy Center.

At USAID/Ghana, **Jane Wickstrom** provided technical assistance in the design of four new funding mechanisms to implement USAID/Ghana's Health Strategic Objective. Start up of the program is underway with continued

technical guidance from Ms. Wickstrom. The programs are comprehensive in nature, focusing on reproductive health, maternal health, HIV/AIDS prevention and infant/child survival. At the operational level, the programs will work at the community and clinic levels, in addition to work in behavior change and marketing for health, and policy and management issues. Her favorite recent intervention is the innovative "Permanent Smile" vasectomy media campaign. In a traditional West African context, the campaign has actually opened the dialogue about male involvement in family planning and vasectomy services in particular. Vasectomy acceptors have increased significantly due to the campaign.

# PROFESSIONAL DEVELOPMENT & SUPPORT

## IR2 Improved leadership & management of selected Global Health programs

### SR2.1 Enhanced leadership capabilities of PLP fellows and select USAID staff

#### *Results*

- Conducted an annual retreat for PLP fellows & USAID managers in October 2003. Its purpose was to develop leadership capabilities within the USAID context by providing a foundation based on PLP's Leadership Framework and by focusing on skills that support the ability to influence others for improved outcomes. The retreat content was based on a need for improved influence skills among USAID leaders. Twenty-eight PLP fellows and selected USAID senior managers attended. They rated the overall outcome as 3.9/4.0, the highest rating in nine years, which means that they very much agreed that the retreat met its stated purpose. Self reports of participants suggest that improved influence skills helped on their jobs. Six-month post-retreat follow-up interviews with participants suggest that improved influence skills have helped them significantly in their work: to build relationships across organizations, manage programs and share knowledge.
- Conducted the *Leadership and the Art of Risk-Taking* workshop to address a perceived lack of risk-taking among USAID leaders. Participants agreed the workshop met its desired outcomes (3.6/4.0) and reported greater knowledge of the importance of taking risks in USAID.
- Refined and implemented a systematic model for professional development to improve focus on leadership skills. Establishing fellows' general development goals and how they will assess how well they are meeting their goals is an iterative planning process that includes negotiation with HARs and professional development managers. The new model was used with incoming PLP fellows to good effect. As a result, professional development activities are focusing more on measurable leadership development factors.
- Presented at the ILA conference on *Reframing Our Stories as Leaders*. The presentation also became the basis for a peer-reviewed published article.
- Designed and developed a new annual leadership retreat curriculum to help leaders clarify their vision and its relationship to organizational outcomes, and to translate their vision into performance for improving their organization's mission.

## SR2.2 Improved performance of PLP fellows

### Results

- Ensured wide coverage of the Bureau for Global Health through 129 individual coaching sessions to staff in AA/DAA, HIDN, OHA, PDMS, PRH, RCS and SPBO.
- Selected and worked with new consultants to make rapid progress on the CTO/TA project. Working with exemplars, we completed analysis, drafted, pilot-tested, and revised two day-long training modules including *Managing Requests for Information*, and *Managing without Micromanaging*. We then began developing a third module—*Helping Achieve Your Project's Objectives*.
- Completed several follow-up leadership retreat cohort sessions and provided on-line communications to help fellows to learn lessons from one another. Fellows met after the retreat and discussed lessons learned. New materials are now on-line including *Management's Role in Training and Professional Development*; *Trainer Training and SMEs*; *Checklists for Conducting Group Training*; *Usable Feedback*; and *Using e-Mail Effectively*.
- HARs rated fellows' overall performance during the period and the table below presents evaluation scores from 360° reviews for all fellows in various dimensions of performance. In all dimensions they maintained high ratings. This year, as a group, fellows were rated highest specifically in their ability to apply professional technical knowledge to their current positions and in treating colleagues with respect, including appreciating diverse opinions, customs and beliefs.

360° Dimension*	2002/03	2003/04
Quality of Work	4.5	4.4
Leadership	4.4	4.4
Professional Skills	4.7	4.4
Resource Management	4.4	4.3

*\*All means are out of 5 possible points. Note: See earlier reports for 2001-02 data not shown due to incompatibility with current reporting. The design of the instrument used to collect information for the 360° reviews was improved through a vetting process with HARs in 2003. A 'resource management' category was created, and the 'professional skills' category integrated civil service items, items from PLP's leadership framework and self-assessment, and teamwork/interpersonal items.*

## SR2.3 Increased access to technical information

### Results

- In December, PLP held a technical training seminar in the Silent N series entitled *Food Security and HIV/AIDS* to address a lack of knowledge about the relationship between HIV/AIDS and food security. The thirty-two participants were nearly unanimous in rating the workshop as very much achieving the goal of addressing skills and knowledge that were applicable to their work (3.8/4.0).

- Piloted distance learning for leadership retreat with first-year fellows and knowledge sharing of influence skills. Outcome was a greater number of GH staff with access to leadership retreat content and effective test of alternative method of content delivery.
- Completed a plan to update the *Global Health Issues in the Context of USAID* technical training CD-ROM series to ensure ongoing technical capacity among Mission- and Washington, D.C.-based USAID staff. We are completing a working prototype of a new CD-ROM, which will update the series.
- Completed planning a cross-sectoral technical training workshop series that will address the relationships between conflict and health. The first of these workshops is scheduled for November 17, 2004. PLP is working with the DCHA/CMM office, GH/RCS, and GH/HIDN to develop the series. The series will feature case studies and other interactive approaches that will help participants learn how to apply principles from the emerging study of health & conflict to important issues on their jobs.

## Professional Development & Support Activity Highlights

### *Highlights*

- According to participants, the stated purposes of the 14 formal PLP-sponsored leadership development, management, and technical trainings were “Very Much” achieved over the period with an average score of 3.8/4.00. The range of scores was 3.6 (Cross Cultural Communication) to 4.00 (Knowledge Sharing). This average is essentially unchanged from 3.8/4.00 for the last reporting period from October 2001 – September 2002.
- Fall 2003 Retreat participants rated the overall outcome as 3.9/4.0, the highest rating in nine years, which means that they very much agreed that the retreat met its stated purpose.
- In November, PLP presented *Reframing Our Stories as Leaders* to the International Leadership Association (ILA). A publication based on this highly-rated workshop was published in ILA’s annual, peer-reviewed compendium.
- In December, David Allen presented a day-long version of his *Getting Things Done* workshop to 28 USAID managers and PLP fellows. The workshop received a score of 3.7/4.0 on meeting its purpose.
- Five participants signed up to receive two-day in-office personal coaching on organizing their workspace to enhance productivity. This followed a day-long December *Getting Things Done: Stress-free Productivity* workshop for USAID managers and PLP fellows. Those who have thus far received the coaching say that it has made a significant impact on their ability to operate effectively. In fact, one said: “I spent 1.5 days with [the coach] and my whole life has changed. The system they teach you

is wonderful, doable, and frankly the most useful thing I have learned and will use throughout all the trainings etc. I have been to in the last decade.”

- PLP developed a *Presenting for Results* workshop for USAID managers. Designed to help learn the basics of how to move from a “talking heads” style of presentation to one that emphasizes participant involvement, workshop objectives included: “(1) design for participant needs and interests; (2) increase buy-in and application of ideas/methods/tools; (3) create exercises that help participants to apply information to their own jobs; (4) check to see that participants are getting information they can use; and (5) modify presentations to meet participant needs.” Participant responses at 3.8 out of 4 indicated that they met these objectives.
- PLP quickened the pace at which tools and training for building CTO/TA skills are being developed. Clients found pilot tests of the first two modules to be highly relevant. The first two pilot tests occurred April and June 2004.
- PLP worked with the PICG and USAID to develop an outstanding one-day workshop entitled *The Technology of Performance Improvement: How We Get Results*. Attended by 150 participants from USAID, CAs, and other performance improvement professionals, the workshop featured two internationally renowned session leaders, and 18 sessions from health and performance improvement experts from around the world. Most participants who responded to evaluation questionnaires reported that they would apply lessons learned to their work immediately.

### *Professional Development Activities*

Activity	Date	Attendees	Score*
<b>Management</b>			
Managing Knowledge and the IBP Initiative, WHO	10/1/2003	NA	NA
Getting Things Done	12/11/2003	28	3.7
Managing without Micromanaging	8/25/2004	17	NA
Requesting Information from a CA	6/29/2004	9	NA
<b>Leadership</b>			
Leadership Retreat	10/20/2003	15	3.9
Reframing our Stories as Leaders: International Leadership Association Conference	11/5/2003	NA	NA
Cohort 2004 Follow-up Lunch	12/8/2003	4	NA
Leadership and the Art of Risk-Taking	1/6/2004	7	3.6
<b>Technical</b>			
Presenting with Impact	10/1/2003	15	3.4
The Silent "N": Food Security and HIV/AIDS	12/3/2003	32	3.8
Presenting with Impact	3/31/2004	6	3.8
Presenting for Results	5/7/2004	4	NA
Presenting for Results	5/14/2004	1	NA
Presenting for Results	5/21/2004	4	NA
Presenting for Results	5/24/2004	5	NA
Presenting for Results	4/30/2004	2	NA
Technology of Performance Improvement	9/14/2004	150	3.4

\*Scores represent how well participants believed the event achieved its purpose/objective on a 4-point scale.



# ORGANIZATIONAL CONSULTING

## IR3 Improved work processes in the Global Health Bureau

### SR3.1 Improved environment for sustainable organizational change

#### *Results*

- Supported OHA's evolving management needs through coaching, meeting facilitation and staffing assistance. PLP provided 30 executive coaching sessions to key OHA personnel and team leaders that contributed to more effective communication and streamlined work processes. In addition, PLP helped plan and facilitate the October 2003 Implementation Support (IS)/OHA retreat which had 10 participants and received 4.0/4.0 score on reaching its objectives. PLP also helped plan and facilitate the OHA Regional Teams retreat which had 23 attendees and received a rating of 3.4/4.0 from participants.
- Fostered greater role clarity, more efficient working relations and enhanced vision for the GH Bureau by providing over 130 individual consultations, executive coaching sessions and team retreat facilitation to SMT and specific other key personnel.
- Enabled improvements to work environment and work processes in Missions and Regional Offices. Provided team building, coaching and consulting services to personnel in MCH, HIV/AIDS and PHN technical areas, results include:
  - Cambodia PHN Team, with PLP on-site assistance, further clarified their team roles and how to work with the MCH and HIV/AIDS sub-groups.
  - Ethiopia PHN & HIV/AIDS teams expanded and deepened their strategic planning process, with PLP on-site assistance.
  - Thailand regional HIV/AIDS Health Team Office with PLP on-site assistance clarified their roles as team members, their desired relationship with key Washington, D.C. staff, and developed a new strategy for working with the Cambodia Mission.
  - Nepal Mission PHN staff reported increased management skills in handling challenging staff with PLP on-site support.

### SR3.2 Increased ability of selected Global Health staff to manage change in a dynamic environment

#### *Results*

- Supported PDMS' technical leadership through assistance with planning, implementing and/or evaluating Africa, E&E and LAC state-of-the art field meetings:
  - For the highly-rated June 2004 *Africa SOTA Field Meeting*, PLP worked with USAID staff to put into effect a meeting framework that encouraged dialogue among participants and ensured the usefulness of the meeting. PLP provided significant consultation in planning, workshop facilitation and event evaluation to enable increasing applicable knowledge on critical scientific and programmatic developments in population and health; capturing new, state-of-the-art practices in the Africa region; exchanging ideas and information about program experiences between missions using innovative learning platforms; forging relationships between missions for ongoing dialogue; clarifying shifting priorities in Agency policies, strategies and programs relevant to USAID HPN offices in the Africa region; conveying priority issues of concern and needs of support to USAID/W and Africa field missions; enhancing Mission/Washington relations. Rated 3.8/4.0 in achieving its purpose and objectives, many participants said in open-ended responses that they would take steps to do specific things differently on-the-job as a result of this SOTA.
  - For the May 2004 *E&E Workshop and Field Staff Meeting*, PLP provided consultation and event evaluation and reporting services. Participants rated this event 3.7/4.0 with suggestions for a preference for more discussion time and action planning in future meetings.
- Supported US Government Collaborative Partnerships by helping to plan, implement and evaluate the 2004 *President's Emergency Plan Field Meeting* held June 6-8, 2004 Johannesburg, South Africa for 128 participants. The goals of the meeting included providing input to the Office of the U.S. Global AIDS Coordinator and headquarters on emerging policies, procedures and program requirements that impact implementation of The Emergency Plan; sharing implementation experiences and lessons learned that could be generalized across country settings; providing networking opportunities and opening channels of communication for continued information shared across the focus countries; discussing requirements and expectations for developing the 5-year country strategic plan and FY05 Country Operational Plan (COP); and identifying guidance and support needed from the Office the U.S. Global AIDS Coordinator. Via a PLP-designed web-based survey, participants expressed satisfaction with the field meeting and found most personally useful discussions of the scope and nature of the response, including practical implementation issues. Issues identified as important for follow-up notably focused on management and administrative issues: working on communications, addressing

human resource shortages, dealing with time constraints, and providing guidance on budgets.

- Helped develop US Government Collaborative Partnerships and effective working relationships through team building and consultations for Rwanda and Ethiopia Missions working with government organizations where entities' collaboration in the field is critical to success in achieving results. Included USAID/Ethiopia's *Partnership for Positive Change Summit Follow-up Retreat* and *PHN Team Retreat*, and USAID/Rwanda's *Team Building Retreat*.
- PLP facilitated two Africa-RCS and one E&E-RCS Team retreats to raise the likelihood of a successful post-reorganization transition and move all the groups toward clearer team roles and more results for the field.
- With in-depth PLP assistance, two mid- to senior-level SMT staff (Division Chief for CSL and CSL officer for contraceptive security) developed coaching objectives and plans. In addition, a PLP-supported CSL Division Retreat addressed current strategic planning issues of division development and clarifying roles and responsibilities for specific CSL activities. The retreat was rated 3.4/4.0 by participants in meeting its objectives.

## Organizational Consulting Activity Highlights

### *Highlights*

- PLP provided significant and effective support to senior GH leaders to help them respond to current political, structural, and process challenges. Though the nature of consultation requires confidentiality, informal reports suggest improved decision-making and that several crises were resolved or averted. Provided innovative ground-level support for missions and offices.
- PLP assisted USAID SMT, OHA and Missions in strategizing for effective partnerships among USAID offices and with other US Government agencies and CA organizations to support USAID's changing role in US government partnerships.
- USAID overseas offices in Thailand, Cambodia, Ethiopia, South Africa, Uganda, Nepal, and Rwanda used PLP services this reporting period to help them build teams, solve problems, clarify roles, and design strategic processes to expand their networks across NGO and public sectors and across countries.
- USAID requested PLP assistance to facilitate multi-CA meetings such as HIPNET, IBP Consortium (MAQ Initiative), PRH/CA's meeting, CATALYST's Birthspacing Forum, and ADVANCE Africa's series of best practices meetings resulting in these large, multi-organization meetings reaching their intended goals.
- PLP continues to support PRH and OHA through front-office consultation and support for Division-level retreats to enable key decisions and create related action plans on topics and issues impacting PRH and OHA.

### *Organizational Consulting Activity*

Office/Division	Number
<b>Individual Consultations/Coaching</b>	
AA/DAA	10
HIDN	6
OHA	19
PDMS	7
PRH	58
RCS	26
SPBO	18
OFPS	1
PPC	1
USAID/ANE	1
USAID/Cambodia	2
USAID/Ethiopia	1
USAID/Indonesia	1
USAID/Nepal	1
USAID/REDSO-East	1
USAID/E&E	2
Total Individual	155
<b>Group Consultations/Coaching</b>	
OHA	2
PRH	5
RCS	3
SMT	2
PDMS	4
USAID/Cambodia	1
USAID/Ethiopia	2
USAID/Rwanda	1
USAID/South Africa	1
USAID/Thailand	1
Total Group	21

## LEARNING & EVALUATION

### Performance Monitoring Activity Highlights

#### *Highlights*

- Expanded assessment activities that will contribute to end-of-project impact evaluation and began compiling results of the project for PLP II summative report and presentation.
- PLP identified data collection points that are no longer needed or relevant to project reporting, and identified several existing or potential data collection processes to provide alternative information for reporting and analysis. As part of this activity, PLP refined the Administrative Services Survey and Exit Questionnaire to streamline processes and incorporated qualitative follow-up methodologies for assessing longer-term impact of professional development interventions for fellows. Online journaling was discontinued as data collection method, although it continues to be available for development for interested parties.
- Designed and implemented post-Leadership Retreat cohort assessments to gauge impact of participation on relationships and networks, work effectiveness, commitment to the field and practice of specific leadership skills among PLP fellows, NEPS, and other USAID personnel. These assessments informed continuous program planning for professional development offerings and leadership retreats.
- Provided evaluation services for *President's Emergency Plan Field Meeting, 2004 Africa SOTA Field Meeting*, and *2004 Ec&E Workshop and Field Staff Meeting* planners, including questionnaire design, data analysis and reporting.
- Data collection and cross-case analysis continued on PLP's case studies series, including a one-year case detailing the experience of coaching as an intervention and its impact at the individual, team and division levels. Completed two case study briefs, one for a leadership development case and one for an organizational consulting case.
- Fielded media evaluation survey to assess use of the video, *The Bureau for Global Health: A New Look after the Reorganization*, among Mission HPN Officers and PLP fellows. Results showed high applicability for targeted viewers at the time of release, especially in missions, and that distribution channels within USAID were not effective in delivering this type of media to intended targets.
- Refined and administered annual Administrative Services Survey. Developed and administered a complementary Administrative Services Survey for HARs. The quality of PLP service and attitude was rated highly at 5.7/7.0.

- Administered event evaluation and reporting for seven professional development events and eight organizational consulting events.

## **The Leadership Evaluation Advisory Group (LEAG) and EvaluLEAD Framework**

### *Highlights*

- Planned and hosted the third *Leadership Evaluation Advisory Group (LEAG) Meeting* in April 2004. A group of over 30 leading thinkers from USAID programs, universities, consulting groups, and global health leadership programs convened to discuss challenges and opportunities in evaluating leadership development interventions. Over the course of 1.5 days, three leadership programs in global health presented emerging evaluation practices using the EvaluLEAD Framework as a guide for shared discussion. A set of principles were developed and will be shared widely that situate better evaluation practices in leadership development. (Stated purpose of the event was achieved with a medium-high score of 3.58/4.0)
- Applied EvaluLEAD Framework to PLP processes internally to clarify outcomes related to the Integrated Leadership Framework and Intermediate Results.
- Field-tested the EvaluLEAD Framework with 17 organizations (see Sustainable Leadership Initiative under Special Initiatives for details).
- PLP was invited to present the framework in numerous venues, including: The WK Kellogg Foundation, The American Evaluation Association Annual Conference, The Asia Pacific Conference on Reproductive and Sexual Health (Bangkok) as a special session of the Bill and Melinda Gates Institute for Population and Reproductive Health of Johns Hopkins University, and the Rockefeller Foundation.

## SPECIAL INITIATIVES & COMMUNICATIONS

### Sustainable Leadership Initiative (SLI)

#### *Highlights*

- Designed materials for 4-day forum to train participants on application of EvaluLEAD and launched 10-month field-test of the EvaluLEAD framework through 4-day forum, March 2-5, 2004.
- Developed partnerships with 17 leadership development programs to implement evaluation using EvaluLEAD. Organizations include international and domestic leadership development programs working in health, education policy, education, and community and economic development. Solicited proposals and granted 7 mini-grants totaling \$14,000 to support use of EvaluLEAD (sponsored by the WK Kellogg Foundation).
- Integrated three field-test organizations into the March 24-25 *LEAG Meeting*, bridging learning between international health and other sectors.
- Provided ongoing technical assistance and follow up with field-test participants to ensure continued capacity-building and tool refinement.
- Conducted two in-depth learning conference calls: On May 26, 2004, hosted *Conversation and Plot in Narrative Assessment* with Dr. Ellen Herda of the University of San Francisco. Twenty-three participants discussed the role and associated tools of evocative assessment in complex adaptive systems. On August 5, 2004, hosted *Supporting the Evidential: Developing Meaningful Markers* with Dr. Barry Kibel (Pacific Institute for Research and Evaluation) and Mike Hochleitner (American Leadership Forum/Silicon Valley). Twenty-one participants discussed the role and associated tools of evidential assessment such as success markers and the application of 360-degree instruments as evaluative tools.
- Evalulead.net was launched in May 2004 as a resource and community site for field-test participants as well as a central place to share information with others interested in the EvaluLEAD Framework and an open-systems approach to evaluating leadership development initiatives.
- Developed guidebook for implementing EvaluLEAD for review and critical feedback from organizations participating in the field-test before finalizing and distribution.

## Communications

### *Highlights*

- Interview of former PLP fellow, Khadijat Mojidi, published in the Global Health Council's magazine was placed in order to gain increased recognition for the program and to attract qualified professionals to PLP fellowships.
- Created and implemented PLP Leadership awards, showcasing the PLP Leadership Framework, with nominations by fellows to USAID employees who have made a positive impact on their fellowships. Awards were presented at GHC Annual Meeting.
- Operationalized PLP's core values among staff in the form of an employee recognition program that is helping to move the organization into the future.
- Began work with HIPNET in order to maximize PLP's communications resources. A program is in the beginning stages for CAs to work together for more economical printing and shipping rates.
- Created targeted recruitment ads using fellows' "stories" that give prospective fellows an inside look at a fellowship in order to attract highly skilled and appropriate applicants.
- Updated PLP's brochure that emphasizes the recruitment process--also showcasing fellows' "stories" and the annual leadership retreat--in order to attract highly skilled and appropriate applicants.
- Created web-based tools for use by HARs to support them in finding the best person (fellow) for the job.
- Created web-based tools related to usable feedback, conducting group trainings and performance improvement to support fellows in their work.
- Creation of web page showcasing PLP results in the area of Human Capacity Development and Leadership Performance.



PLP Director, Sharon Rudy, presenting Leadership Award to USAID Senior Health Policy Advisor, Gary Cook, at the 2004 Global Health Council reception.

- Panel discussion with Q&A with three incoming fellows for PLP Oakland and PHI staff.

*Product/Publication Dissemination*

Title	Type	Disseminated To	Method	Number
Leadership Link	Newsletter	PLP fellows and staff, USAID staff, CAs and external audiences	Print and online	600 copies
Monthly Update for Fellows	E-mail communication	PLP fellows and staff	Electronic	60
HAR Update	E-mail communication	HARs at USAID	Electronic	50
Materials for 2003 APHA Conference	Recruitment ad for program invitation for reception	Conference participants	Print	15,000 programs 200 invitations
Alternative Retreat	CD	Overseas fellows	Electronic	12
Publicity for <i>Technology of Performance Improvement</i>	E-mail/Flyer	Wide external audience in Global Health and PI communities	Print, electronic (email, listserv)	Approx 600 emails, 6 different listservs/websites, 300 print copies
Conference guide for <i>Technology of Performance Improvement</i>	Sessions guide	Conference participants and presenters	Print, electronic	250
PLP values	Handout/poster	PLP staff	Print/poster	20
Materials for 2004 GHC Conference and Reception	Recruitment ad for program, invitation for reception, Leadership award certificates and poster	Conference participants and USAID staff	Print	5,000 programs 200 invitations 6 leadership awards
PLP Brochure	Brochure	Wide range of external audiences including prospective fellows and other interested in PLP	Print	2,500

## Information Technology

### *Highlights*

- Fellows' technology capabilities upgraded. Developed and deployed a file storage website for PLP fellows, upgraded overseas fellows' equipment and continued to provide technical support.
- Developed the *Distance Leadership Retreat*, a pilot multimedia CD alternative for fellows unable to attend the 2003 retreat.
- Established videoconferencing capabilities with WHO in Switzerland.
- PLP support capabilities upgraded. Enhanced and improved PLP's training database server.
- Systems security upgraded. Updated security systems on PLP networks; added new virus and spam protection layer to PLP systems.
- Added enhancements and more functionality to PLP website, including a PLP recruitment listserv website, a visual PLP results webpage to reflect PLP contributions to USAID and dynamic websites for both the 2003 and 2004 PLP Leadership Retreats.
- Knowledge support for key activities expanded. Created PLP's CTO-TA website, the LEAG website and the SLI website and online forums.

## Website Statistics

Hits	Entire Site (Successful) 573,764 Average per Day 1,607
Page Views	Page Views 100,959 Average per Day 282 Average per Unique Visitor 8 Document Views 86,510
Visits	Visits 38,069 Average per Day 106 Average Visit Length 00:10:18
Visitors	Unique Visitors 12,394 Visitors Who Visited Once 9,556 Visitors Who Visited More Than Once 2,838
Top accessed sections (except home page)	Recruitment Fellows About Us PLP Results Staff Professional Development Leadership OCC Press 2003 Retreat
Most active organizations (non-PLP)	USAID AOL (people with AOL accounts) PHI Search Engines (yahoo, Google, etc.)
Most downloaded files	Travel Advance Form EvaluLEAD Case Study EvaluLEAD Position Paper Travel Claim PLP Framework LEAG Meeting Summary PLP Newsletter Oct-Dec 2002 EvaluLEAD Framework Check requests form and instructions 2003 Leadership Retreat Agenda Travel Policies Time Sheets